

1. EXECUTIVE SUMMARY

The general aim of the SEN/024 programme is to contribute to poverty reduction through technical and vocational education and training (TVET) and job insertion of persons graduating from this training. The specific objective of the project is to contribute to implementing sector-based policies for TVET. The desired results are (i) the vocational training management system is strengthened, (ii) the quality of vocational training and job insertion is improved, (iii) access to vocational training is improved and (iv) an overall strategy for job insertion is developed and implemented with United Nations agencies.

For result 1 the indicators are not all adequate to provide information on the management of the subsector. SEN/024 supported successfully the drawing up of the draft law on the guidelines for TVET. The planned provisions will favour a change in the system towards improved performance. In-depth work needs to be carried out, focusing on the independence of the training centres (not effective, including at Thiès), public-private partnerships and funding of the training system.

It effectively retained the knowledge gained from the experience of the other donors and stabilised a common approach. Due to the activities of SEN/024, a pool of experts in methodology and teacher trainers skilled in the competency-based approach has been created. 395 persons have been trained in the competency-based approach and 19 programmes have been written and/or revised in record time.

The persons who have been trained now have recognised skills. Relevant, high-quality studies have been carried out: targeting of sectors, training and careers, apprenticeship. Local and regional management of TVET has been strengthened by drawing up action plans in the regions and training establishments. However, the competence of the Regional Councils and regional development agencies is questionable when it comes to carrying out the programmed activities. Specific support was intended for the TVET high school in Thiès. The high school still does not have independent management. Programmes of little relevance, mainly drawn up in line with a sector-based philosophy, have been re-written in line with the competency-based approach. Furthermore, the programme has supported capacity building of the METFP and the inspectors of specialised subjects in the academy inspections. Training requirements have been analysed. A plan for capacity building has been drawn up and its implementation has begun.

The programme has supported the drawing up of the regional training plans and an overall action plan. The construction of training centres and their fitting out has been delayed: this was the time required to conclude contracts for the delegated project ownership and to apply the national procurement procedures. The first section of the works has just started. The apprenticeship system is being trialled. Six vocations have been selected. 120 apprenticeship instructors have already been trained. A large number of the 1200 apprentices have been recruited and are ready to be trained. The selected approach targets young people already with a boss. This option does not encourage improved access or fairness. Access to the system for young people not yet employed must be included in the plan. The mission did not discover a prior analysis of the total costs of the system. This is a failing that must be overcome. To improve access to vocational training, the programme has supported the creation of the "fund to support local initiatives" (FONDAPIL). A procedures manual has been drawn up and the fund is about to be started up. The mission notes that there are already two national financial instruments that could fulfil this function. A job insertion strategy has been set out and must be implemented with the support of the United Nations system. Therefore, the measurement of this result and its allocation are not mainly due to the programme, which is only a marginal aspect of this approach. Moreover, the job integration path is not working, because the UNDP intervention's relevant loan mechanism is not effective. To support this path, the programme has opted for the creation of regional job integration platforms. This choice has not been guided by a prior study of the costs, relevance and feasibility of the active functions to be fulfilled. Some actions have targeted the METFP to improve the national information system. A high-quality study has been produced. Some actions have supported the production of the TVET statistical handbook. A lot of work remains to be done in this area and the actors do not yet have a final vision of the system that it would be best to support.

Programme management has been reduced to the CTA and the national expert. They are supported in their work by a horizontal organisational structure with a mandate covering the Indicative Cooperation Programme bilateral programmes. The mission has assessed this structure very positively and noted that the CTA and the national expert have time to focus on technical advice and monitoring operations. The speed of execution and quality of the activities carried out demonstrate

the advantages of this design, which encourages individual responsibility, initiative and finally, enhances performance. Considerable work has been done to specify the agreements for the contracting authority's representation and all the operational partnership agreements to transfer resources to the national institutions. The mission notes very positively the recruitment of programme staff and the team that carries out the horizontal planning and implementation functions. The mission took note of the 39% rate of financial implementation. Nevertheless, it considers that the implementation of the programme and the quality of the staff has meant that the activities have been performed correctly. Considerable work has been carried out to translate into reality the principles of alignment and harmonisation set out in the project document. The advisory support for the central services, which is attached to the general coordination and the technical advisers, needs to be strengthened, since the programme is not sufficiently embedded in the national frameworks of strategic and technical dialogue.

The programme support is aligned with the national quantitative and qualitative objectives. National institutions are responsible for carrying out the activities supported by SEN/024. The financial mechanisms are aligned with the practices and rules already in force in Senegal. The clarification of the actors' roles and the transfer of funding (operational partnership agreement) have encouraged ownership. The activities carried out are focused on the development of national, regional and local skills. The monitoring and evaluation system is based on a development plan. For the product indicators (outputs), the mechanism is effective. On the other hand, the effect and impact indicators are not very relevant. The effects are not sufficiently documented and monitored. The impacts are the subject of periodic studies that must be assessed positively.

The programme is on the whole relevant because it contributes to the implementation of the accelerated growth strategy favoured by the government. The mission affirms that the institutional reforms, including the independence of the training centres, have not been sufficiently taken into consideration. The concentration of the interventions does not encourage a national balance in the allocation of the resources and fair access to public training services. The mission has reservations about the relevance of the following options: (i) the role given to the regional development agency in the vocational training system, (ii) the creation of job integration platforms, (iii) the experimental arrangements for access to and funding of the apprenticeship system, (iv) although acceptable on a transitional basis, the fund to support the local initiatives which is partially substituting national financial instruments.

The performance of the programme is effective. The mission does not consider the disbursement rate as an indicator of underperformance. The preparation of financial transfers and contracts has been very efficient. Staff are competent and manage an excellent workforce. Strict compliance with procedures ensures acquisitions are made with the best value for money. Contracts are monitored well. The compensation system is strict and controlled. The organisation of programme implementation is efficient. Capacity building actions are sustainable, since the human resources built up by the high-quality training will contribute to the development of TVET in the coming years. On the other hand, the mission has reservations about the sustainability of the following: (i) the institutional arrangements chosen for testing out learning, (ii) the role of the Regional Development Agencies (RDA) and the Regional Councils (RC), (iii) the choices and arrangements for implementing the integration paths.

The programme is aligned with the PRSP and is contributing to poverty reduction. The support, more aligned and harmonised, is strengthening the capacities of institutions and the governance of public bodies. However, central questions must be addressed, such as the role of the RDAs and the RCs, the management of the training centres and the lasting funding of the subsector. The linking of SEN/023 to SEN/024 is on the whole weak and constrained. SEN/023 is not a genuine facilitation component. Gender is taken into account in formulating the programme, but the attendance of girls at the training centres is low. The intervention must take this trend into account. The environment is taken into account in the architectural studies of the projects to be implemented but the preliminary studies (EIAs) into the investments have not been performed. They were not included in the programme document.

The main recommendations of the mission are the following short-term ones: (i) give support to the extension of the regulatory legislative framework for TVET, (ii) complement the interventions on the independence of the training centres, (iii) improve the position of the programme in the national strategic and technical coordination frameworks, (iv) integrate the planning framework of the PDEF and the simulation models more strongly, (v) institutionalise the experimental apprenticeship system more, especially the training and funding aspects, (vi) make the apprenticeship system more

accessible to young people who are not yet employed, (vii) re-examine the performance of the current system of integration and the relevance of the support, in order to adjust the intervention, (ix) accentuate the transfers of resources to national institutions in order to ensure that the METFP "takes off", (x) plan the medium-term extension of the intervention across the country in order to avoid imbalances and inequalities in terms of access to vocational training. The SEN/024 programme unit is requested to take stock of which activities of the programme can be carried out in the time available to the intervention.